**INTRODUCTION**

In any organisation, meeting is inevitable and essential. An effective meeting is an efficient tool in the communication process. Meetings conducted at workplace are formal occasions where people especially professionals meet to exchange ideas and to reach a consensus on the topic discussed. **It is important for the chairperson and all the members of a committee to be well versed with the general procedure of a committee meeting, to ensure that it runs smoothly without any waste of time.** The language expressions used in such situations are most of the time formal. However, the degrees of formality may differ and appropriate language expressions need to be used accordingly as meeting includes ways in initiating ,maintaining and concluding a discussion.

**LEARNING OBJECTIVES**

The objectives of this unit are to:

1. enable students to write a notice and an agenda of a meeting
2. acquire and apply the skills of chairing and participating in a meeting through the mock meeting
3. solve a problem
4. use a proper conventions of meeting

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8.1 FUNCTIONS AND BENEFITS OF MEETING

FUNCTIONS

* Planning and preparation: defining and classifying issues, advising and proposing a course of action, investigating facts and developing concepts or ideas.
* Policy making : developing rules and regulations for the purpose of setting goals, developing standards, setting priorities and adopting procedures, laws and policies.
* Managing: organising the staff members in terms of assigning work and responsibilities, allocating resources and supervising.
* Taking action: selling an idea or product, negotiating an agreement, providing a service and implementing an action.
* Facilitating action: disseminating information, instructing or training members, coordinating activities and building commitment and staff’s morale.
* Solving problems: defining, evaluating and reviewing problems and causes, identifying and evaluating proposed solutions and resolving disputes.
* **Delaying or avoiding action :** blocking actions, postponing decisions, diffusing responsibility and enhancing status.

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**BENEFITS**

**Productivity**

This is achieved through leader-staff communication. When staff members are informed about the aspirations and visions of the top-level management, they feel appreciated by the organisation. This in turn, will boost their productivity.

**Culture of excellent**

Organisational values are enhanced through dressing, behaviour, language, communication, ceremonies, conflicts and stories. Meeting provides employees with opportunity to observe and learn the culture of being a successful individual in an organization.

**Strategic plans and clear vision**

Leaders help employees know where the organisation is and

where it needs to go. This allows them to be tactical and strategic

in their planning.

**Change acceleration**

Change is necessary for organisations to grow. Agreement and

consensus in organisations achieved through meetings greatly

accelerate the change process.

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**8.2 TYPES OF MEETING**

##### TASK 1

Meetings are set for several reasons. Below are some of the reasons and their descriptors. Match the reasons in column A with the descriptors in column B.

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| --- | --- |
| Column A: Reason | Column B: Descriptors |
| *To decide on a course of action* | A meeting is a function where people to meet to discuss important issues regarding their work or business. It enables people to relate their work to the work of others. |
| *To gather people with common interests* | Two heads are better than one. Discussion, analysis and evaluation made by a group are considered more balanced than that made by an individual. People generally think that a group’s consensus on an evaluation produces fewer gross errors. They, therefore, trust the evaluation made. |
| *To motivate and inspire members* | Decision-making is a crucial part of a meeting. By having the group to decide on the best course of action, the burden of the outcome of the decision will be shared by the group rather than by an individual. Furthermore, a decision made by a meeting will carry more weight than one made by an individual. |
| *To discuss, analyse and evaluate information* | As a meeting involves more than one person, it indirectly suggests that an individual belongs to a group or organisation. This will provide the relevant support system needed by the individual. The group support energises and motivates individuals to perform better. |

**8.3 DOCUMENTATIONS**

**TYPES OF DOCUMENTATION**

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| --- | --- |
| **TYPES** | **Definition** |
| **Notice of meeting** | A form of communication used to summon, or call to the meeting all the persons who are entitled to attend. |
| **Agenda** | A list of items to be discussed at a meeting |
| **Minutes of meeting** | **An official written record of a meeting. The minutes provide the grounds for taking action and record a history of transactions for future reference.** |

**WRITING AND PREPARING THE DOCUMENTS OF MEETING**

**NOTICE OF MEETING**

* The function of the notice is to inform or remind members of the date, time and place of the next meeting.
* When you write the notice for a meeting, remember to include the following information:
* The name of the society or group
* The heading ‘Notice of Meeting’
* The day, date and time of the meeting
* The place where the meeting will be held
* The signature, name and designation of the person issuing the notice, usually the secretary
* The date of issue of the notice

Example of a Notice:



# WWE Sports Club

**Notice of Meeting**

**The Seventh Executive Committee Meeting of the WWE Sports Club will be held on Monday, July 15, 2006 at 2 p.m. in the Sports Club Room, 8th Floor, Malinja Building**

### Melissa Ahmad

**Secretary**

**1st July 2006**

 **TASK 2**

You are given notes as below. As you are the secretary for the workshop, you are requested to write a notice of meeting to the committee members. Write the notice.

Committee members of the workshop

Workshop title: Workshop on writing a formal report

28 April 2010

Bunga Mawar Room

10.00 am

**AGENDA OF A MEETING**

* The items are normally arranged in list form and numbered in the order in which the topics are to be dealt with. An agenda is a sort of programme for a meeting.
* The Chairperson usually decides what items should be included in the agenda and the secretary prepares copies of it. The secretary sends a copy to each member usually about a week before the meeting. This will give members time to think about the business that will be discussed at the meeting.
* An agenda is also important because it ensures that all items of importance are dealt with and considered in their proper order. This will give a meeting direction and purpose.
* Preparation of an agenda paper:
  + - * To ensure that no relevant item of business is left out, the Chairman or secretary usually consults other officials who may have business to include in the agenda.
      * The secretary usually refers to the minutes of the last meeting to see if there are any items that were deferred at the last meeting.
      * Referring to previous minutes would also be useful because it would remind the secretary of routine, annual, half yearly or quarterly recurring items.
      * The secretary normally keeps a file of important documents such as reports and correspondences, which are likely to be required at the next meeting.
      * When preparing an agenda paper, it is important to be realistic about how many items can be covered in the time available. If there are many topics to be discussed perhaps more than one meeting will be needed.
      * Firstly, at the top in the centre of the page would be the name of the society or club followed by the heading ‘Agenda’

Example of an Agenda

# WWE Sports Club

# AGENDA

1. Chairman’s address
2. Apologies for absence
3. Minutes of the previous meeting
4. Matters arising out of the minutes
5. Correspondence
6. Reports
7. Special business
8. Any other business
9. Date, time and place of next meeting
10. Close

|  |
| --- |
| TASK 3 Based on the previous notice of meeting in Task 2, write the agenda for the meeting. |

**MINUTES OF MEETING**

* **The minutes of a meeting are an official written record of a meeting. The minutes provide the grounds for taking action and record a history of transactions for future reference. The minutes therefore, need to be accurate, factually correct and free from any vagueness.**
* Often, discussions at a meeting are lengthy and some times repetitive. The secretary, when writing the minutes, must go over the notes made during the meeting and select and summarize the important points, so that the discussion is presented in a clear and concise form.
* The minutes usually begin with a statement of the day, date, time and place of the meeting and this statement forms the heading of the minutes.
* Following the heading is a list of those present at the meeting, beginning with the name of the Chairperson, then the secretary and followed by the names of the members present, which may not be listed alphabetically.
* Following this, the secretary will then go on to record all the items discussed at the meeting, and will usually follow the same order of arrangement as the agenda. Thus the agenda is a useful aid when it comes to writing the minutes.

#### Sample of Minutes of a Meeting

**Minutes of Meeting of Fertilizer Aircraft Modification Team**

Date: 30 May 2010

Time: 10:00 a.m.

Venue: Meeting Room

##### Present:

* + - 1. Anuar bin Ismail (Chairperson)
      2. Ali bin Mansor (Secretary)
      3. Ir. Ahmad bin Zulkifli (Treasurer)
      4. Rajendraan a/l Kumar
      5. Lau Kum Seng
      6. Siti Aisyah binti Abu
      7. Faizal bin Shukri
      8. Shuib bin Haji Omar

*In attendance:* Ir. Danish Rezza (Advisor)

*Absentees (with apology)*

1. Aimee Yen Yen
2. Nora binti Salleh

##### Address by the Chairperson

The Chairperson called the meeting to order at 10:00 a.m. and thanked Mr. Ir. Danishl for attending and addressing the meeting.

* 1. *Apologies for absence*

The chairperson informed the members that Ms Aimee Yen Yen and Mrs. Nora binti Salleh were in Kuala Lumpur attending a Environmental Control Seminar.

##### Address by the Advisor

Ir. Danish thanked the committee for inviting him to address the first meeting of the Fertilizer Aircraft Modification Team. He praised the effort and the determination showed by the team members. He also praised the proposal made by team to modify Cessna F-40 light aircraft into fertilizer aircraft. He hoped that the project would be successful and every member would contribute significantly.

##### Minutesof previous meeting

Members read through the minutes of previous meeting and announced the amendments. Some typing errors were identified as follows.

4.1 minuts changed to minutes

5.2 arcraft changed to aircraft

##### Confirmation of minutes of previous meeting

Mr. Lau confirmed the minutes of previous meeting, supported by Ms. Siti Aisyah

##### Mattersarising from the previous meeting

The chairperson asked members if there is any matters arising from the previous meeting.

* 1. Mr. Rajendraan a/l Kumar asked whether the committee has decided on which aircraft to use in transporting the fertilizer. The chairperson noted the concerns and informed that this matter will be discussed further in section 6.1 Schedule of Implementation.
  2. Mr. Faizal bin Shukri reported that some suppliers had agreed to supply the products.

##### Otheritems to be discussed and decided

The chairperson asked the members to draw up their working schedule and the cost of operation, which include Maintenance, Planning and Design Materials Acquisition, Testing and Accounting/Finance. These schedules must fit in well with the phases of the project to be discussed in section 8.0. The detail schedules will be discussed in the next meeting.

##### Motions relating to the above matter

Members are given one week to complete the detail schedule and cost and email the information to the chairperson. Information will be incorporated in one master plan.

##### Appointment of sub-committees

* 1. The following were appointed chairpersons of the sub-committees:
  2. Mr. Ali bin Mansor - Maintenance
  3. Mr. Shuib bin Haji Omar - Planning & Design
  4. Mr. Rajendraan a/l Kumar - Materials Acquisition
  5. Mr. Lau Kum Seng - Testing
  6. Ms. Siti Aisyah binti Abu - Accounting & Finance
  7. The sub-committee are required to report their activities in the next meeting.

##### Schedule of implementation

The chairperson briefed members of the phases expected for the project.

Phase 1: July – August 2007. Identification of the proposed aircraft.

The aircraft is previously a light passenger aircraft of Chessna 140 manufactured by Cessna Aircraft of USA in 1964. It is driven by continental 285 hp engines and will be equipped with a compressor, a tanker for fertilizer, a pipe line and a sprayer.

Phase 2: September – December 2007. Installation.

The passenger seats will be replaced with fertilizer tank, both wings will be fitted with pipe line together with injectors. A compressor will be placed somewhere in the aircraft body.

Phase 3: January 2008. Full operation.

Switching on the switch, the compressor will be activated to suck the fertilizer from the tank in stages. Under these circumstances, the fertilizer will flow into the pipe line and finally injected through the injectors.

1. ***Other matters***

The chairperson highlighted the point that it was very important for every team member to stick to the proposed time frame because a delay will cost a lot of money to the team and the sponsor might not want it to happen.

##### Date of next meeting

The next meeting will be scheduled on 17th July 2007. The time and venue will be informed later.

1. ***Closing address***

The chairperson summarized the decisions made in the meeting and thanked the Advisor and the team members for having committed themselves to the project. The meeting was adjourned at 11:15 a.m.

**8.4 THE PROCEDURE**

**NORM OF MEETING**

A company policy regarding meeting helps eliminate unnecessary meeting procedures for running meeting effectively. The policy of meeting should address the following areas:

* Meeting should be called only when a decision needs to be made. Routine meeting (weekly meeting) should be cancelled if agenda items have not been identified.
* Invite only individuals who can make a positive contribution to the decision-making or problem-solving activity.
* Agendas should be distributed before each meeting so that those attending can prepare for the meeting. If there is insufficient time to distribute an agenda, list the agenda items on a flip chart or blackboard at the beginning of the meeting
* Begin and end meeting promptly at the scheduled times
* After each meeting, distribute a set of minutes to the participants within 24 hours of the session (this varies by companies). Be sure to add to the list items, the person(s) responsible for their accomplishment and the dates for completion.

PROCEDURE

The procedure of a meeting can be divided to three stages: Initial, During the meeting and Closing stage.

Initial Stage

During the meeting

**Closing Stage**

|  |
| --- |
| **TASK 4**  Work in groups  Take turn to become a chairperson using the agenda (refer to Task 3). |

**8.4 SOCIAL CONVENTIONS**

|  |  |
| --- | --- |
| **SIGNALING THE BEGINNING** | To indicate the start of the discussion.   * Excuse me, shall we start here..… * May I have your attention please? I think we need to discuss… |
| **STATING AND JUSTIFYING A POINT OF VIEW** | Presenting your point of view with suitable reasons, examples and explanations, facts and figures to convince your audience.   * The sub –unit division should not have more than 15 staff. This can make supervisor pay more attention to the individual needs of the staff. * I would like to state that… |
| **GIVING OPINIONS** | Refer to the ideas that a person has, based mainly on his feelings and belief. It can also be a judgement made by an expert. Opinions should be supported with reasons, examples, facts and explanation to convince the listeners.   * + - In my opinion, XX should be seen as a last resort     - I believe that not all students would agree to that move because…     - I think that a few of us are of the opinion that… |
| **EXPRESSING AGREEMENT/DISAGREEMENT** | To express an agreement means to be of the same opinion or accepting an idea or suggestion   * yes, I think that is a wonderful idea * I couldn’t agree with you more * Yes, I agree with that. It’s a good idea * That’s right. I’m glad you said that   To express a disagreement means not having the same opinion. It is always possible to express your disagreement politely by giving your reasons   * + - * + I’m sorry I can’t agree with that because…         + I don’t think that’s always true because…         + No, I’m afraid I don’t agree with what you said as…         + I’m sorry, I beg to differ…         + I see you point of view but I think it would be better if… |
| **MAKING SUGGESTIONS** | To make a suggestion means to communicate or mention an idea or feelings regarding something   * I suggest we hold our xx seminar at… * I propose membership be opened to staff from… * I think we need more … |
| **CLOSING** | Making decisions and judgements after careful consideration of acts and opinions of everyone in the group   * I think I can conclude that today’s discussion has decided on the following… * I would like to summarise all the steps we have decided to take to increase our productivity * Based on our discussion I think we can conclude that… |

###### SUMMARY

In this chapter we have studied that

* 1. Preparation is essential for a sucessful meeting.
  2. Acquiring and applying the skills of chairing and participating in a meeting are essential.
  3. Developing teamwork is beneficial.
  4. Proper social conventions of participating in a meeting should be observed.

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| --- |
| TUTORIAL ACTIVITIES |

Activity 1

Problems:

1. You work for a company that exports fabrics. Your company is facing serious financial problems due to the recent economic turndown. The management is considering retrenching workers. A meeting is conducted to discuss this matter. You may want to consider some of these points during your meeting.
   1. What are the problems faced by the company due to the economic recession?
   2. What are the problems faced by the workers if retrenchment is imposed?
   3. Are there any alternatives? What are they?
   4. What will be the outcomes of the suggestions?
   5. What would be the best solution?
2. Your company produces computing goods such as microchips. However, the sales of your company’s product are declining for the past six months. As a result, the investors are pressuring the Board of Directors to address this problem. Decide on what to do.

-Students work in groups.

-Each group chooses one task.

-They will write a notice of meeting and the agenda of the meeting.

If time permits, each group can present to class and discuss.

**Activity 2 :Using prompt card**

A student will choose one statement from the box (responsibility).The instructor will read aloud the statement and the student has to guess the stage that responsibility needs to be performed.

|  |  |
| --- | --- |
| A (Responsibility) | B (Stages) |
| * To notify members of the time, date and place of the meeting. * To note items in agenda deferred. * To record attendance of members. * To be responsible for all the housekeeping arrangements, such as room booking, refreshments and etc. * To check that a quorum is present and maintained. * To prepare agenda with the chairperson and circulate it. * To notify any departments or individuals of any decisions affecting them or on which they needed to take action. * To ensure all papers have been printed. * To record any apologies for absence to be recorded in the minutes. * To take note of the proceedings (instructions given and decisions made). * To prepare and circulate draft minutes and then issue final approved minutes. | Pre-Meeting  During Meeting  Post Meeting |

# Activity 3

Read the agenda below

**Agenda of the 10th Meeting of the Personnel Department**

Date : 7th March 2006

Time : 9:00 a.m.

Venue : Conference Room

Order of business:

1. Minutes of previous meeting
2. Staff Bonus
3. New staff
4. Any other business

Using the agenda as a guide and words provided in brackets, complete the dialogue.

|  |  |
| --- | --- |
| **Chairperson**:  *To call the meeting to order* | Good morning. (1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  (… meeting … order)  Let’s go to the first item on the agenda-acceptance of the last minutes of the previous meeting. Are there any amendments to be made? |
| **Mrs Ling**:  *To reply* | (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  (… no amendments…) |
| **Chairperson**:  To request for acceptance of minute | If there is none, (3) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  (propose… accepted) |
| **Encik Kassim**: | I propose that the minutes be accepted. |
| **Chairperson**:  To request for confirmation of proposal | (4) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  (… second…) |
| **Miss Devi**: | I second it. |

|  |  |
| --- | --- |
| **Chairperson**: To seek opinion | Our next item on the agenda is the staff bonus. As we all know, most of our staff are not satisfied with this year’s bonus.  (5) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  (… views…) |
| **Puan Siti**: | I believe that most companies are giving their staff a three-months bonus this year and I don’t see why our company cannot give us the same. |
| **Mr. Nordin**: To agree | (6) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  (… agree…)  Besides, our company is having a good track record. By giving us three-months bonus will help to increase the productivity and boost the work performance of the staff. |
| **Miss Devi**: | I suggest that we send a representative to the Board of Directors’ meeting to represent us on this matter. |
| **Chairperson**:  To request | All right, (7) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  (… volunteer…) |
| **Miss Devi**: To volunteer | (8) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  (… don’t mind…) |
| **Chairperson**:  To progress from one item to another | O.K. (9) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  (… move on…hiring new staff )  The interview to get more staff has been conducted. We will be getting around 10 new staff next month. |
| **Encik Kassim**: | Yes, Mr. Chairperson. I was told about this last week. |
| **Puan Siti**: To interrupt | (10) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  (… add on…)  We have to welcome them aboard. Maybe we could organize a small party for them. |
| **Mrs Ling**: | I certainly agree with Puan Siti. I would also like to add… |
| **Puan Siti**:  *To suggest* | **I suggest that the party be held during lunch break .** |
| **Mrs Ling**:  *To express opinion* | As for Puan Siti’s suggestion which is to have the party during lunch break, (12) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  (…differ)  It’s not possible to have it during lunch break as it’s only for an hour and that’s the only time the staff gets a break. |
| **Mr. Nordin**: | Mrs. Ling has a point there. I would suggest that the party be held over the weekend. |
| **Chairperson**:  *To vote*  *To request* | That’s a good idea. Since we already have two suggestions,  (13) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  (…show…hands)  All right, since the majority of you agree to have the party over the weekend, we will have to inform the Human Resource Division about the matter.    (14) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  (…someone…memo…Human Resource Division) |
| **Mr. Nordin**: To volunteer | (15) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  (…would like…) |
| **Chairperson**:  *To end the meeting* | Now, let’s move on to the last item on the agenda- anyotherbusiness. Well, would anyone like to raise any other issues?  All right. Since we have nothing more to discuss,  (16) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  (…meeting…adjourned) |

